

THREE DIRECTIONS FOR THE NEXT YEAR

BY
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Continuing since its introduction at the 2002 State of the City Address, my policy platform for my 2002-2005 term as Mayor remains focused on three overriding objectives. I continue to be devoted to moving these three objectives, which I call the *Three Directions*, forward. The City of Riverside has come of age as an exciting, diverse, urban and successful city and the *Three Directions* continue to contribute to that success.

An **Economic Development** emphasis that features technology and high-paying jobs is critical to establishing Riverside as the best place to do business in the Inland Empire.

A **Quality of Life** focus increasingly makes Riverside a community of choice for people to live, work and play.

An **Inclusive Community** is an extraordinary opportunity for our community to embrace and capitalize on the strength of our diversity.

In the three years, 2002-2004, the *Three Directions* has been a constant work plan and focusing tool for my Office. My staff and I work on, monitor and regularly report on the status of the *Three Directions* and its action strategies. A dedicated group of community members meets with me periodically and assists me with feedback on moving the *Three Directions* forward to accomplish the stated goals. My workplan closely complements our City Council's goals, Visioning Riverside: A Report from the Community, as well as the City's General Plan.

A summary of the *Three Directions*, found below, shows that each of the three focus areas of economic development, quality of life, and inclusive community are broken down into a number of action strategies. Many of the action strategies are areas that the City Manager's Office or other departments or groups are responsible for. In those instances, I work with them to encourage, assist, provide direction, stimulate and monitor their efforts to make these goals happen.

I use a Stoplight Report format and label each action strategy with a green, yellow or red light to mark progress. Green light items are progressing well while yellow and red light items require more attention and effort.

I. ECONOMIC DEVELOPMENT

The City of Riverside's economic development should increasingly focus on technology and high paying jobs. With my focus, noted below in 10 specific strategies, and our City Council's first priority being economic development, the City of Riverside is positioned to assume its role as the best place to do business in the Inland Empire.

1. Follow an explicit economic game plan.

The City Council adopted economic development as its number one priority for moving the City of Riverside forward as the best place to do business in the Inland Empire and beyond. Building on the successful implementation of the Husing Report's integrated economic development strategies over the past couple of years, a thorough review and update of Riverside's economic development strategy is being prepared by John Husing. (Hold Assistant City Manager Accountable.) **Green Light**

2. Continue to implement a timely and convenient permit process.

As a result of the implementation of the Management Partner's permit study recommendations, many improvements to the City's permitting process have been accomplished in the past couple of years. It is essential that we continue to look for and implement new and innovative ways to make business and building permits convenient and readily available to make our city more and more attractive for business. Consequently, senior City staff meet with customer/developer groups a few times throughout the year to continue to obtain feedback on which improvements are working for them and whether additional enhancements could be made. (Hold Assistant City Manager Accountable.) **Green Light**

3. Connect the three universities and RCC to the business community by hosting HEBC collaborations. Support campus development.

Higher Education/Business Council (HEBC) meetings and collaborations increase connections among our three universities and Riverside Community College and relevance to the business community. The HEBC has an important role in implementing the international education components of the International Strategic Plan. The Mayor's office took the lead in an HEBC initiative to create a booklet regarding "Things To Do in Riverside" for students. The booklet, called Stomping Grounds, written and designed by students, was completed and distributed widely in 2003 and continued to be an important informational resource in 2004; an update is planned for 2005. It is found on the Internet at www.smarttriverside.com. The hoped for result is that students will be more integrated into the Riverside community. (Hold HEBC accountable) **Green Light**

4. Accelerate revitalization of downtown.

Within the framework of the Downtown Specific Plan, development of the downtown area is on the rise. Focus is currently on the development of approximately four blocks in the downtown core as well as on major catalyst projects including the Fox Theater, the Riverside School for the Arts, and the Culver Center. (Hold Assistant City Manager accountable.) **Green Light**

5. Make Riverside a smart community by making high technology a major focus for the City's development.

The High Tech Taskforce, created by the Mayor and Assistant City Manager Michael Beck earlier in 2004, prepared a citywide technology strategic plan. Adopted unanimously by City Council in October 2004, implementation of the recommendations is now the focus of the high tech initiative in the City. The new SmartRiverside Executive Director will be the technology point person for the City to effectively move the High Tech Taskforce recommendations forward. (Hold Mayor accountable) **Yellow Light**

6. Implement the International Strategic Plan and follow up on the Trade Mission opportunities. Support the IRC and the GTCIE to promote Sister City activities and develop economic benefits for our City.

The International Strategic Plan was adopted by City Council on January 27, 2004 for the purpose of defining and focusing on obtaining economic, educational and cultural benefits for our City. One of the strategies outlined in the International Strategic Plan was accomplished in the Fall from Sept 22-Oct 8, 2004 when a delegation from Riverside went on a trade mission to our Asian Sister Cities. The trip focused on economic development and the Mayor's office had the lead in organizing and conducting the trade mission. Many economic development leads and programs were established as a result. The Global Trade Center of the Inland Empire (GTCIE) provides the business community of Riverside and the Inland Empire with information, advice and assistance in importing and exporting in the global economy. Our City's numerous Sister City activities, under the wing of the International Relations Council (IRC), provide an important platform for new and enhanced economic exchange opportunities. In the summer of 2004, the Sister Cities International organization awarded the Best Municipal Cooperation award to Riverside in recognition of our effective municipal exchange relationship with Ensenada, Mexico. (Hold Mayor accountable) **Green Light**

7. Increase/strengthen role of Public Utilities in economic development so as to attract new businesses and compete for high paying jobs.

The City of Riverside's Public Utilities Department's low electrical rates, 40 to 60% less than Edison's, help our City attract new businesses and compete for high paying jobs. It has been a very important factor in recent economic development success stories and should be capitalized on to the fullest extent possible. (Hold Assistant City Manager and Director of the Public Utility accountable.) **Green Light**

8. Connect City Hall with the private sector.

The Mayor's Office continues to work closely with the Greater Riverside Chambers of Commerce and the Economic Development Corporation to connect City Hall with the private sector. An effective public-private outreach program includes monthly letters of welcome to business that are newly taking out Riverside business licenses and those that are renewing their licenses, as well as hosting a business reception to welcome these new and renewing businesses. These receptions, held twice a year, allow business owners to meet City staff and Chamber representatives to establish connections and obtain resources. The first annual Workforce Development Summit, instigated by the Mayor, occurred in the Fall of 2004 and successfully brought together business, education and community leaders to discuss development of our City's workforce. (Hold Mayor accountable.) **Green Light**

9. Retain and expand local businesses via the Mayor's Business Visits and TLC Luncheons.

Receipt of the prestigious Helen Putnam Award for Effective Advocacy for the Mayor's Business Visits program in 2004 marked official recognition of this successful program. Mayor's Business Visits and TLC luncheons represent a long history of successful outreach to our local businesses. Attraction of new businesses is important but helping existing businesses to remain in the City, and to expand their operations as appropriate, is critical to a thriving business community. The more than 250 business visits and over forty TLC luncheons have resulted in many jobs being created or saved, and millions of dollars in plant and equipment investment in Riverside. The Business Expansion and Retention Working Group meets monthly to coordinate the efforts of the various City departments (Public Utilities, Development, City Manager, Mayor) and the Greater Riverside Chambers of Commerce and other outside agencies to ensure that expansion opportunities and retention needs are being effectively met. (Hold Mayor accountable)

Green Light

10. Advance the City's priorities at the county, regional, state and federal levels.

Each year our intergovernmental agenda is developed and implemented so as to pursue advantages for the City at the county, regional, state and federal levels. The Mayor chairs a monthly intergovernmental team meeting to respond to developing issues and to advance the City's agenda. With the Mayor as President of the League of California Cities, the Local Taxpayers and Public Safety Protection Act was passed by an 84% vote in November. It separates and protects local revenue sources from taking by the State. (Hold Mayor and City Council accountable) **Green Light**

II. QUALITY OF LIFE

Riverside must increasingly be a great place to live, work and play – a community of choice that people want to come to and stay. Riverside is already recognized as one of the country's "Most Livable Communities"! I emphasize 10 specific action strategies in working toward a higher quality of life for our residents.

1. Connect Community Visioning with Strategic Plan and General Plan update.

"Visioning Riverside: A Report from the Community" represents a community consensus regarding Riverside's future aspirations. The Mayor has been a catalyst in assisting the City Manager's Office and the Planning Department in integrating the results of the Community Visioning process with the General Plan. The General Plan is our time to search out and use the concepts of smart growth and new urbanism. The General Plan must be a policy document that frames strategic actions for the City. Once complete, it must be implemented and remain a "live" document, shaping our decisions in the years to come. (Hold City Manager and Mayor accountable.) **Green Light**

2. Make Riverside a "Walkable Community" and augment its park system and community centers.

Riverside should be a city that is walkable; a city that has trails and paths for people to walk and hike on and a city that encourages its residents to walk as part of a healthy lifestyle. The Mayor-

appointed Walkable Community Taskforce is inventorying the trails and will be making recommendations to add more trails and pathways as it develops strategies to encourage Riversiders to adopt healthy lifestyle practices. The Mayor-appointed Santa Ana River Taskforce's recommendations to revitalize the Santa Ana River includes developing the trails alongside the River and is receiving staff time and attention to make it a reality. In the past three years, the Parks and Recreation Department has spent more than \$30 million in building, improving and/or restoring our parks, landscaping and ball fields all across the City. Sports facilities could be developed. Our Community Centers can be improved so as to become vital parts of our community and neighborhoods, as highlighted in the recent Mayor-initiated study of Community Centers. (Hold Mayor and Parks and Recreation Director accountable.) *Yellow Light*

3. Make Riverside the identified center for arts and culture in the Inland Empire.

The Riverside Cultural Trust, a board developed from the Mayor's Arts Taskforce, is developing its 501(c)(3) status and working on increasing economic development and revitalizing downtown by developing arts and culture in the Arts and Culture District. Important projects, such as the Fox Theater, the Riverside School for the Arts and the Culver Center, will catalyze the development of the District. We must also market the District and make it an identifiable destination. The Riverside Arts Council continues its good work for the City and region. The Arts Honors awards, a collaboration of the Riverside Arts Council and the Riverside Cultural Trust, is now a monthly mainstay on the City Council Agenda. Art Walk on First Thursdays now occurs each month and highlights our arts and culture amenities as well as our downtown restaurants and businesses. (Hold Mayor accountable.) *Yellow Light*

4. Increase home ownership to 60% by 2005. Work to develop the At Home in Riverside and the Riverside Partners in Home Ownership initiatives. Establish a Neighborhood Report Card.

The Mayor's Homeownership Task Force recommendations have largely been implemented and more work continues to augment homeownership in the City. The At Home In Riverside program, now coordinated by the Mayor's office, is moving ahead with new ideas on improving our neighborhoods' appeal to new families. Principal partners in the two public school districts and the real estate community are currently meeting to design changes to At Home In Riverside to make the program more accessible and informative. Riverside Partners In Home Ownership (RPIH) assists potential homebuyers with education about home purchase procedures and down payment assistance programs. RPIH recently initiated a regular cable television show spotlighting homeownership and downpayment assistance issues, which broadcasts weekly on Wednesday nights at 5 p.m. on Charter. A Neighborhood Report Card, once it is created and regularly referred to, will allow us to target resources to the neighborhoods that are revealed to be less healthy. A program of Home Improvement holiday from plan check and permit fees, based on the successful Anaheim model, for implementation in all areas of the City during a portion of 2005 is being explored for possible implementation. Such a break on fees should encourage home remodeling and improve the value of homes and enhance our older neighborhoods. (Hold Assistant City Manager and Mayor accountable.) *Yellow Light*

5. Make the City safe for everyone. Monitor and continue to implement the Mayor's Use of Force Panel's twelve recommendations.

The Riverside Police Department is proud of its continuing efforts in community policing. Among other programs, the Crime Free Multi Housing program has proven successful in ensuring that housing complexes are safe for their residents. Over 335 multi-family projects participate by meeting key requirements and standards. This spring, Riverside will host a major international conference on crime free multi-housing programs. A vital Neighborhood Watch program would assist our neighborhoods in reducing crimes and increasing neighborhood solidarity. In 1999, the City Manager submitted to the Mayor and City Council the staff's response to the Mayor's Use of Force Panel. It outlined the steps to be taken to implement the Panel's recommendations in order to create a culture of public service that responds positively to the needs of our diverse community. Since that time, all of the recommendations have been implemented and most were subsequently integrated into the Stipulated Judgment with the Attorney General. The Police Department provides periodic reports to the City Council on compliance with the Stipulated Judgment. (Hold Police Chief accountable) **Green Light**

6. Advocate and support high quality K-12 schools and work with the School Districts on joint facilities and youth issues.

The health of our K-12 schools is of major importance in the overall health of our City. While continuing to support the school districts in their efforts to achieve increased test score results, we can and should recognize that our high schools are the signatures of our community. Our high schools contain remarkable examples of outstanding programs and success stories that we should increasingly recognize and promote. After-school programs continue to need attention: while all middle schools in the Riverside and Alvord Unified School Districts offer publicly funded after-school programs, known as PRIME Time, the funds for that program need to be secured. The Joint Facilities Committee is composed of representatives from City government and the two school districts and aims to develop cooperation and mutual benefit to the school districts, students and the community. (Look to City Manager and Mayor.) **Yellow Light**

7. Increase neighborhood identity and livability and revitalize neighborhood governance.

Our 26 community neighborhoods define the community – we are only as strong as the sum of our neighborhoods. In that regard, both the Eastside and the Arlanza neighborhood have received significant attention in the past couple of years with the Eastside Asset Mapping initiative and the creation of the Arlanza Resource Center, respectively, offering new opportunities to these communities. The Neighborhood Livability Program, lead by the City Attorney's office, continues from 2003 and takes an organized, proactive and sustained approach to targeted enforcement of safety and cleanliness issues, addressing stubborn problem areas and boosting the attractiveness of Riverside neighborhoods. As to governance, City Hall should reach out to our 26 community neighborhoods and incorporate residents into a neighborhood participation process that works. A Neighborhood Governance Task Force, proposing a more formalized and supported neighborhood governance approach, completed its work on December 2, 2004. Their report and recommendations for a system of Neighborhood Councils will be presented to City Council in February 2005. The annual Neighborhood Conference on July 10, 2004, provided a dynamic forum for residents to come together, build neighborhood identity and pride, and access City services. (Hold City Manager and Executive Director of the Office of Neighborhoods accountable) **Green- Light**

8. Become a “Green Community”.

Riverside is committed to being both “clean” and “green”! In October 2004, the City received a coveted Model Clean Air Community Award from the South Coast Air Quality District, an award previously only received by two cities in Southern California. The Riverside Public Utilities Department has committed itself to 20% green power by 2020. Other actions that are being taken toward this goal include: conversion of City fleet vehicles to clean fuels; supporting inclusion of air quality as part of the General Plan update; supporting programs to promote clean fuel vehicles in the private sector by working with Riverside automobile dealers to promote the Clean Air Choice program; develop non-motorized transportation corridors; raising public awareness of ways residents can contribute to improved air quality and, support the Keep Riverside Clean & Beautiful program. A major accomplishment in 2004 was the opening of a fast-fill Compressed Natural Gas fueling station, named the Zweig Hydrogen & Clean Fuels Station, in honor of the late Robert Zweig, that is open to the public. (Hold Mayor accountable.)

Yellow Light

9. Enhance access of residents to City Hall via the Mayor’s Night Out program.

The 100th Mayor’s Night Out celebration in July 2004 marked a milestone in resident outreach, and tangible results sparked by these community meetings. The program offers a way for residents to address neighborhood concerns and to have access to City Hall. To date, 104 of these visits have been conducted, connecting with over 4,000 residents in their own neighborhoods. (Hold Mayor accountable) **Green Light**

10. Work to alleviate increasing traffic in the City and region.

Phenomenal growth in our city and region comes at the cost of increased traffic volume and corresponding congestion; addressing transit issues is a major area of attention. An advisory roundtable is working with the Riverside Transit Agency to design a bus system, dubbed “GoRiverside”, which can change people’s view of mass transit and assist in alleviating traffic congestion and pollution in Riverside. Its report, expected in March 2005, will be an important opportunity for the City to address transit changes. Other methods to address the traffic challenge in the city are continually being implemented, including expanding roads, widening freeways, and implementing traffic calming measures. (Hold Mayor accountable.) **Yellow Light**

III BUILDING AN INCLUSIVE COMMUNITY

Noting and respecting our City’s ethnic diversity -- a community without an ethnic majority -- and recognizing the uniqueness of our youth, seniors and other groups, allows us to embrace and champion inclusiveness as a community asset. I focus on eight action strategies to encourage diversity in our community.

1. Encourage community inclusiveness.

The Mayor’s Multicultural Forum continues to meet and function as an excellent forum of dialogue and communication on inclusivity. The Building a More Inclusive Riverside Community Statement (the “Statement”) was prepared by the Mayor’s Multicultural Forum, approved by the Human Relations Commission, and adopted by the City Council. The Statement eloquently lays out the challenges and opportunities provided by our community’s diversity and

sets out a series of principles for Riverside to become a truly inclusive city. The Statement has been endorsed by a number of community groups, such as churches, school districts, and community-based organizations. These endorsees have been included on a list which showcases them; the list also includes a easy-to-use form for new endorsements. (Hold Mayor and Human Relations Executive Director accountable.) *Yellow Light*

2. Recognize and celebrate diversity.

Two opportunities to truly celebrate diversity in our community, developed in 2004, will come to fruition in 2005. The Grier Pavilion concept is an initiative to redesign the 7th floor City Hall patio to represent diversity and celebrate inclusivity in our community. In conjunction with this initiative is the photovoltaic super-structure that will operate as a solar energy demonstration unit and also provide shade for the patio. The proposed Gandhi statue, spearheaded by community member Lalit Acharya, is set to be installed on the Main Street Pedestrian Mall in the Fall of 2005. It will be a testament to the unity and world peace that Gandhi stood for. Both projects will require significant commitment and effort on behalf of the collective community to make them happen. The Mayor's Model Deaf Community committee, staffed by the Mayor's office, meets regularly and continues to build awareness of programming for the deaf and hard-of-hearing community, and during 2004 worked hard to help secure open-captioned feature films at the new Regal Theaters at Riverside Plaza. (Look to community.) *Yellow Light*

3. Expand representation in City governance including widespread participation across the City's population on boards, commissions and task forces.

The Blueprint for Volunteer Diversity continues its landmark efforts to make our City governance opportunities both more accessible and more appealing to a wider range of residents than are currently participating. A further challenge is how to integrate diverse community members into other volunteer opportunities when Board and Commission positions are not available. The City Clerk has redesigned the Board and Commission application form to include ethnicity data for our records and analysis. (Hold Mayor and City Council accountable.) *Yellow Light*

4. Invest in youth and children.

In 2004, the Mayor's Youth Advisory Board successfully established a city-wide Youth Council, which serves as an advisory board to the City Council on issues affecting youth and will operate as a youth leadership development forum. The Youth Council also created an innovative Youth Court program and conducted a "Get Out the Vote" campaign to encourage all residents to be involved in municipal activities by voting. Parks and Recreation Department continues to run effective youth programs. (Hold Youth Council accountable.) *Green Light*

5. Increase the integration of Hispanics into the economic, political and social life of Riverside.

Recognition and support of the role of Hispanics in Riverside (100,000+ residents) is necessary to increase the degree of civic involvement of the Hispanic community. The Office of Human Relations is working with the Greater Riverside Hispanic Chamber of Commerce to explore ways in which to involve Hispanic business owners located in the Arlanza/La Sierra area with the Chamber of Commerce. The Office of Human Relations is also working with the Latino

Network to promote greater Hispanic voter registration, and is working with a private company to allow more Hispanics to qualify for home loans. (Hold Mayor and Executive Director of Human Relations accountable.) *Yellow Light*

6. Make Riverside a more senior-friendly city.

Further steps were taken in 2004 to make Riverside, already known as the country's first "Senior Friendly Community," an even more supportive environment for our large senior populations. The second annual fundraising golf tournament for seniors, hosted by the Canyon Crest Country Club in Fall 2004, helped to raise attention and monies for seniors services; plans are in place to create an even more successful event next year. The Seniors' Housing Task Force, staffed by the Mayor's office, completed its work and its report and recommendations were unanimously accepted by City Council in the Fall of 2004. We must create and encourage places for seniors to live, and to own. The Mayor's Commission on Aging is a dynamic group of seniors dedicated to the cause of seniors. (Look to Mayor's Commission on Aging.) *Green Light*

7. Sustain and increase social capital.

Riverside's vast resource of social capital largely explains our recent receipt of the designation as one of the country's "Most Livable Communities." Our networks of trust and commitment, often expressed in civic involvement, make our community an exceptionally strong one. Particular focus on new leadership and bridging of differences in 2005 will allow us to further capitalize on this strength. (Look to Mayor, churches, service groups, and the Chamber.) *Green Light*

8. Develop the resources of our community of faith.

Our city has a large number of vibrant, healthy faith organizations and places of worship – by some count as many as 400 different organizations appear in the phone book. Working with representatives of some of these organizations at the Mayor's behest, it was determined that a resource list would be an asset in communicating and coordinating together. Pe.com created and is maintaining a resource list for the benefit of the community of faith at www.pe.com/faith. Efforts to best recognize and mobilize the community of faith will continue. (Hold Mayor accountable.) *Yellow Light*

This past year was a truly phenomenal year of progress and success on so many fronts. In 2005 there are many more opportunities to advance and bring to fruition the important economic development, quality of life and inclusive community goals noted in the *Three Directions*.